





Attachment-1 Overview of 2021 Strategic Plan KPIs and Strategic Initiatives




Strategic Plan- Strategic Initiatives





#	Strategic Initiative	Strategic Priority Area	Owner	DCAO/CAO	2021 Progress	Scope status	Schedule status	Budget status	Return to Green Plan(s)
1	Formalize the Grow Guelph Partnership initiative	Powering our Future	GM, Economic Development	DCAO, Infrastructure, Development and Enterprise Services	The City of Guelph Economic Development Division was formally established as the backbone organization through a vote of the Grow Guelph partners on Dec 2, 2021. The Grow Guelph Partners met twice in 2021 advancing the business retention and expansion, and workforce development efforts which support the four priority areas of the initiative (e.g., impact on Guelph's innovation economy, number and types of businesses focused on innovation, number and types of business opportunities, etc.). COVID-19 response and recovery has been a key focus for the Grow Guelph partnership in 2021 as support is needed to enhance necessary business services in Guelph.	Green	Green	Yellow 2020 Status was Green 	Initiative not funded/resourced. Will request again through multiyear budget and staff will monitor external and alternative funding opportunities as they are made available to complete this work.
2	Implement the City of Guelph Innovation Work Plan	Powering our Future	GM, Strategy, Innovation and Intergovernmental Services	CAO, City of Guelph	Contract Awarded to Overlap Associates to support the development of a Smart Cities Strategy/Innovation Roadmap in Q2 2022.	Green 2020 Status was Yellow 	Yellow	Green	This work was delayed due to COVID-19 prioritization and staffing changes, but is now underway and expected to be completed in 2022.





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3	Implement Our Food Future circular economy 5-year initiative and associated elements of the Grow Back Better 10-point recovery plan	Powering our Future	Executive Director, Smart Cities	CAO, City of Guelph	<p>In 2021, the Smart Cities Office has achieved many milestones while adapting to the changing needs of our community due to the COVID-19 pandemic. With additional funding and resources from FedDev Ontario we launched the Circular Ontario Innovation Launchpad (COIL) business accelerator program. COIL broadens program reach both geographically and thematically with the introduction of businesses from the environmental and sustainability sectors. Combined, Our Food Future and COIL have laid the groundwork for a growing number of Guelph-Wellington circular economy initiatives. We have also completed valuable research, developed and supported various pilots and programs designed to test and scale innovative approaches to addressing food system issues.</p> <p>Some notable achievements include:</p> <ul style="list-style-type: none"> •Victory on our goal of achieving and exceeding the launch of 50 new circular businesses and collaborations – with 164 businesses initiating or expanding their circular practices •Secured an additional \$11.2 million dollars in funding to support the work of City, County and community collaborators •Completed important research on the accessibility of food, food material flows, regenerative agriculture and the feasibility of a food hub in our region •Supported the launch of Groceries from the SEED, Canada's first pay-what-you-choose grocery store 	Green	Green	Green	
4	Develop and implement new Economic Development and Tourism Strategy	Powering our Future	GM, Economic Development	DCAO, Infrastructure, Development and Enterprise Services	The Economic Development and Tourism Strategy 2022-2026, completed in 2021, was presented to the Committee of the Whole on January 10, 2022, and goes before Council on January 31, 2022.	Green	Green	Green	
5	Implement fibre optic network initiative	Powering our Future	GM, Information Technology	DCAO, Corporate Services	Completed construction planning and fibre has begun to be installed in the ground.	Green	Green	Green	
6	Tourism and Culture Rebuild and Museum and Culture planning	Powering our Future	GM, Economic Development; GM, Culture and Recreation	DCAO, Infrastructure, Development and Enterprise Services; DCAO, Public Services	The City's Tourism and Culture divisions continued to seek opportunities to reduce the impacts that COVID-19 is having on the local tourism and culture sectors by providing over 170 local businesses and organizations in these sectors with stimulus grants totaling \$1.4M. 2021 also saw the completion of the Economic Development and Tourism strategy (2022-2026) which was presented to Council in Q1 2022. Furthermore, additional resources were invested into destination development and marketing initiatives designed to support Guelph's economy while safely attracting visitors. The Tourism and Culture Rebuild and Museum and Culture planning strategy development and implementation will continue to be developed into 2022.	Green	Green	Green	



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7	Formalize the Workforce Development Partnership component of the City's Economic Development Strategy	Powering our Future	GM, Economic Development	DCAO, Infrastructure, Development and Enterprise Services	<p>The Economic Development division collaborated with the Workforce Planning Board directly on four workforce programs and initiatives in 2021 (7.1). Workforce development partnerships were formalized as part of the Grow Guelph Partnership in 2021 (7.3).</p> <p>The Workforce Development Partnership component of Prosperity 2020 will conclude with the start of the Economic Development and Tourism Strategy 2022-2026. The Economic Development and Tourism Strategy 2022-2026 outlines the actions and initiatives to enhance workforce development support for employers and stakeholders</p>	Green	Green	Green	
8	Develop and implement Climate Adaptation Plan	Sustaining our Future	GM, Environmental Services; GM, Operations	DCAO, Infrastructure, Development and Enterprise Services; DCAO, Public Services	<p>The Project Charter was finalized and approved. The Charter includes scope, timelines and budget. There was also the establishment of project governance including the steering committee and project team. The Terms of Reference were developed and finalized. The project schedule was finalized and project kickoff is on track for Q1 2022.</p>	Green	Green 2020 Status was Yellow 	Green 2020 Status was Red 	
9	Implement the ISO 50001 Corporate Energy Management System	Sustaining our Future	GM, Facilities and Energy Management	DCAO, Infrastructure, Development and Enterprise Services	<p>City of Guelph received a Natural Resources Canada grant funding of \$200,000 to implement a Corporate Energy Management System that meets the ISO 50001 standard.</p> <p>The gap analysis was updated to identify areas that require further development for the implementation.</p> <p>Several tasks were completed to bring the City of Guelph Corporate Energy Management System to comply with the ISO 50001 standard: Defined Energy Scope and Boundaries, Completed Energy Policy, Ongoing Energy Data Collection, Established Energy Performance Indicators and Energy Baselines, Defined Objectives and Targets, Developing Energy Management System Documentation, and Developing Training for the Corporation.</p>	Green	Green	Green	

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10	Continue to support the Community Energy Initiative (CEI)	Sustaining our Future	GM, Facilities and Energy Management	DCAO, Infrastructure, Development and Enterprise Services	<p>The Community GHG inventory was completed for years: 2018, 2019 and 2020.</p> <p>A process was established to annually track Community GHG inventory.</p> <p>Council reaffirmed City of Guelph commitment to the Cities Race to Zero Program. Through this program, 2030 interim climate change mitigation targets have been set to 63% reduction from the 2018 baseline by 2030 and are based on science-based targets that contribute to the global fair share.</p> <p>Numerous Corporate projects to reduce Cooperate emissions in support of reducing the Community GHG emissions were completed.</p>	<p>Yellow</p> <p>2020 Status was Red</p> <p>↑</p>	<p>Yellow</p>	<p>Yellow</p> <p>2020 Status was Green</p> <p>↓</p>	As per Council direction, staff will report back on the resources and possible funding strategies to meet new 'fair share' interim targets as determined by the climate target methodologies of the Cities Race to Zero, with an end target date of 2050 or sooner, for consideration prior to the 2023 budget.
11	Develop and implement a Sustainability City Master Plan	Sustaining our Future	GM, Planning and Building Services	DCAO, Infrastructure, Development and Enterprise Services	Upon further review and additional planning, the Sustainability City Master Plan will be initiated following the completion of the Climate Change Adaptation Plan to sequentially build on existing research and align recommendations. Upcoming Strategic Plan reporting will no longer include updates to this strategic initiative until it is initiated.	<p>Red</p>	<p>Red</p>	<p>Yellow</p> <p>2020 Status was Red</p> <p>↑</p>	
12	Establish Emerging Transportation Technologies Office (ETTO)	Navigating our Future	GM, Engineering and Transportation Services	DCAO, Infrastructure, Development and Enterprise Services	Limited progress on developing the Terms of Reference. Resources for the ETTO were not approved in the multi-year budget.	<p>Yellow</p> <p>2020 status was Green</p> <p>↓</p>	<p>Red</p> <p>2020 Status was Green</p> <p>↓</p>	<p>Red</p> <p>2020 Status was Green</p> <p>↓</p>	Initiative not funded/resourced. Will request again through multiyear budget.
13	Continue to implement the electrification of the fleet and personal vehicles	Navigating our Future	GM, Operations	DCAO, Public Services	Tenders were issued and orders placed for four electric buses and four electric passenger cars, which are expected to arrive in 2022.	<p>Green</p>	<p>Green</p>	<p>Green</p>	
14	Continue to develop and implement the Transportation Master Plan	Navigating our Future	GM, Engineering and Transportation Services	DCAO, Infrastructure, Development and Enterprise Services	Transportation Master Plan is finalized and was presented to Council Jan 24, 2022.	<p>Green</p>	<p>Green</p>	<p>Green</p>	

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15	Implement the Community Road Safety Strategy	Navigating our Future	GM, Engineering and Transportation Services	DCAO, Infrastructure, Development and Enterprise Services	A number of initiatives and street-specific road safety implementations were completed in 2021. Staff apply the Community Road Safety Strategy (CRSS) to transportation engineering related service requests where applicable. Funding to continue implementing these has been approved. Speed limit reductions were approved and will roll out in 2022. Red light cameras and automated speed enforcement devices are installed and operational as of end of 2021 and plans are underway for installation of automated speed enforcement devices in 2023. Vision Zero is recommended in the Transportation Master Plan (2022) to further develop the CRSS initiative.	Green	Green	Green	
16a	Develop the Connectivity Index	Navigating our Future	GM, Engineering and Transportation Services	DCAO, Infrastructure, Development and Enterprise Services	A draft program charter and terms of reference was developed for the Connectivity Index.	Yellow 2020 status was Green 	Red 2020 Status was Green 	Red 2020 Status was Green 	Staff resources were not approved in the multi-year budget. A future budget request will be made, aligned with this strategic priority and the Transportation Master Plan.
16b	Support regional transit connectivity	Navigating our Future	GM, Strategy, Innovation and Intergovernmental Services	CAO, City of Guelph	Advocacy work continues in an effort to bring together key agency partners to improve transportation connectivity and safety within city limits, while advocating for better regional connectivity with public transit and rail service.	Green	Green	Green	
17	Develop and implement HR Strategy	Working Together for our Future	GM, Human Resources	DCAO, Corporate Services	Staff have continued to realign the HR department to meet the evolving needs of the organization. Staff continue to work with union groups, through bargaining and other forums, to ensure we have the staff aligned to future needs.	Green	Green	Green	

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18	Implement the Service Simplified Strategy	Working Together for our Future	GM, City Clerk's Office	DCAO, Corporate Services	A contracted customer service and experience program manager began developing Guelph's Good Service Standards. Implementation and employee training is planned for 2022. City Council approved funding for a permanent full-time customer service and experience program manager to lead further implementation of Service Simplified Strategy. City Council has not funded the selection, purchase or implementation of customer relationship management platform (CRM) to support a central contact centre.	Green 2020 Status was Yellow 	Yellow	Yellow	Initial funding for permanent full-time staff to lead the implementation is approved. Further funding for selection, purchase and implementation of central contact centre and CRM are pending Council approval in the coming years. Service Simplified was initially approved 2018. Now based on Council approved funding, the City can restart the four-year the implementation schedule in 2022.
19	Creation of a Digital Services Team that leads the digitization of service delivery	Working Together for our Future	GM, Information Technology	DCAO, Corporate Services	With 2022 budget approval, the position of Program Manager, Customer Service has been funded and in the 2023 budget there is a request for a Customer Service Analyst. These two roles along with current web and digital team will continue to lead the change to a more digital delivery of service.	Yellow 2020 status was Green 	Yellow	Green 2020 Status was Yellow 	A Digital Service Team will begin documenting the current state of City services in 2022, then prioritize, plan, and implement projects to improve customer experiences over the coming years.
20	Implement the Long-Term Financial Planning Framework	Working Together for our Future	GM, Finance	DCAO, Corporate Services	Significant progress has been made on the Long-term Financial Planning Framework (LTFF) in 2021. Finance has completed a foundational document and agreed approach to developing a long term framework. Staff partnered with other departments to help understand the LTFF and have begun to integrate the LTFF with the multi year budget. Staff have also integrated the LTFF with the strategic planning group and business plans. The team has begun integration of the LTFF with the City's masterplan process.	Yellow 2020 status was Green 	Yellow	Green	

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21	Implement the Corporate Asset Management Plan	Building our Future	GM, Engineering and Transportation Services	DCAO, Infrastructure, Development and Enterprise Services	There has been great progress on data refinement across asset types. Development of Core Asset Management Plans were approved by Council ahead of Regulatory timing requirements. Engineering is progressing into analysis of life cycle, levels of service, natural assets, etc. and completing annual updates to the asset portfolios.	Green 2020 Status was Yellow 	Green	Yellow	While the asset management plans have outlined sustainable annual funding targets for infrastructure renewal, there remains an unfunded portion which will continue to be addressed through Council approved funding strategies.
22a	Build key assets (South End Community Centre)	Building our Future	GM, Facilities and Energy Management	DCAO, Infrastructure, Development and Enterprise Services	For the South End Community Centre, 2021 was an eventful year behind the scenes. The Design was completed, and updated to include lessons learned from the COVID-19 pandemic in the final design. The City obtained both site plan and building permit approvals for this project. A contractor prequalification was completed for the general and major sub-trades, and finally at the end of 2021 a Tender for the construction contract was released.	Green	Green 2020 Status was Yellow 	Yellow 2020 Status was Green 	The COVID-19 pandemic has created a lot of volatility in the construction sector. While the City anticipated 2022 would offer some stability in this sector, the omicron variant caused further uncertainty that may affect the South End Community Centre budget. Once the tendered pricing is known, staff will review various options on how to proceed.
22b	Build key assets (Baker Street Development)	Building our Future	GM, Facilities and Energy Management	DCAO, Infrastructure, Development and Enterprise Services	For the Baker District Development in 2021, Council approval of the district's urban design master plan, along with approval for the underground parking garage were obtained. For the second half of 2021, the City has been working through the design of the library and public areas for the development along with the design of the Baker right of way.	Green	Green 2020 Status was Yellow 	Green	

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22c	Build key assets (Operations Hub)	Building our Future	GM, Facilities and Energy Management	DCAO, Infrastructure, Development and Enterprise Services	Council approved the business plan. There were extensive site investigations including: Archaeology, Cultural Heritage impact assessment, Multi-season environmental impact investigations with wetland and woodland delineations defined, Noise studies, Environmental site assessment, Traffic impact assessment. The team commenced development of campus site plan concepts. The team also completed design and procurement and commenced construction of pilot electric bus chargers and procured 4 pilot electric buses.	Green	Green	Green	
23	Implement the City of Guelph's Affordable Housing Strategy (2017)	Building our Future	GM, Planning and Building Services	DCAO, Infrastructure, Development and Enterprise Services	<p>Funding is including annually in the City's operating budget to the Affordable Housing Reserve. Within the Strategy, the Affordable Housing Financial Incentive Framework was developed to support the creation of affordable housing with a focus on new and permanent rental housing. 2021 saw the partnership with the County of Wellington Housing Services to award funding under the intent of the financial incentive framework. Funding was awarded to two permanent supportive housing projects through a request for proposals.</p> <p>Further monitoring of the strategy includes the 2020 results which includes 50% affordable home ownership units (exceeding the 25% target), no additional primary affordable units and 15% secondary rental units (exceeding the 4% target).</p>	<p>Green</p> <p>2020 Status was Red</p> 	<p>Green</p> <p>2020 Status was Red</p> 	Yellow	It is unclear if this reserve funding will incentivize enough to meet targets. There is need in the community to support affordable and social housing (ending homelessness through housing). There are more requests from proponents for financial support than the is currently included in the operating budget and reserve. Advocacy work will continue as other levels of government also have a role to play in funding affordable and social housing.
24	Enhance Guelph's collaborative relationship with the County	Building our Future	GM, Strategy, Innovation and Intergovernmental Services	CAO, City of Guelph	Paramedic Services provide regular updates to the County Social Services Committee to inform and engage County Councilors on this service being provided by the City. The City of Guelph CEMC is working closely with the County CEMC to ensure alignment. The City has strengthened communication to collectively address pop-up tent cities. There have been increased meetings to share information. The City and the County also forged a new relationship to evaluate requests for proposals received as part of the affordable housing reserve applications to better align collective priorities and outcomes.	Green	Green	Green	

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25	Develop a Community Safety and Well-Being Plan	Building our Future	GM, Strategy, Innovation and Intergovernmental Services	CAO, City of Guelph	<p>The Community Safety and Well-Being Plan was drafted and presented as part of the Strategic Plan Progress Report in 2021, to meet the July 1, 2021 requirement from the Ministry of the Solicitor General.</p> <p>Working with community partners and local organizations work continues to identify actions, advocacy opportunities and opportunities to further these priorities. The Community Safety and Well-Being Plan is strongly related to Guelph's Community Plan and we continue to identify opportunities to bring these discussions and actions together rather than working in separate streams.</p>	Green	Green	Green	
26	Complete the Community Plan Refresh, Coalition of Inclusive Municipalities Action Plan to ensure that the City delivers equity in service delivery and policy	Building our Future	GM, Strategy, Innovation and Intergovernmental Services	CAO, City of Guelph	<p>In 2021, there were a number of community conversations and public engagement which contributed to the Community Plan refresh (adding name of new section) which was shared with Council and updated on the Community Plan website in February 2022.</p> <p>A measurement framework for the Community Plan was developed in 2021 and work to collect the data and report findings is ongoing.</p> <p>A Senior Advisor, Equity, Anti-Racism and Indigenous Initiatives was hired in August 2021 and is focused on Guelph's commitment to the Coalition of Municipalities and the associated development of an Action Plan, as well as supporting internal work to identify and address issues of equity and systemic racism.</p> <p>An Intergovernmental Advisor, specializing in Indigenous Relations joined the City of Guelph in January 2022 and is focused on continuing to build relationships with First Nation and Métis governments.</p>	Green	Green	Green	

Strategic Plan- Key Performance Indicators

#	KPI Name	Strategic Priority Area	Owner	DCAO/CAO	2020 Results	2021 Results	2020 Target	Evaluation Against Target	Notes
1	Improvement in response time for Fire Services	Building our Future	Chief of Guelph Fire Services	DCAO, Public Services	61.5% of call responses met the target (4,285 of 6,971).	2021: 61.7% of call responses met the target.	Four minute travel time from call received to first unit arrival on site.	Met Target	This represents a 0.2% improvement (more incidents arrived at in less than 4 minutes travel time) over 2020. 4315 calls for service took for minutes or less to travel to the incident. Travel time is a component of the total response time - the amount of time from the caller asking for help to the help arriving at the incident scene. With 6 minutes 30 seconds as an NFPA standard, 68.2 percent of all our incidents meet or exceed (quicker response time than 6 minutes 30 seconds), showing a net improvement over 2020. 5825 calls for service met or exceeded (less than 6 minutes 30 seconds) the target times.
2	Improvement in response time for Paramedic Service based on the Canadian Triage and Acuity Scale (CTAS)	Building our Future	Chief of Guelph-Wellington Paramedic Service	DCAO, Public Services	CTAS 1; 8 minutes; 68% compliance CTAS 2; 10 minutes; 73% compliance	CTAS 1; 8 minutes; 64.6% compliance CTAS 2; 10 minutes; 75.9% compliance	CTAS 1; 8 minutes; 68% compliance CTAS 2; 10 minutes; 75% compliance	Did Not Meet Target	Paramedic Service responses to the most significantly ill and injured patients worsened in 2021. This is thought to be related to higher call volumes, less ambulances available when emergencies occur or when offload delays occur at the hospital, and more time on tasks related to COVID. Response times to patients with urgent issues has improved slightly and these patients (CTAS 2) represent a larger part of the overall call volume.
3	Improvement in response time for Police Service	Building our Future	Not applicable	Chief of Guelph Police Service	Median Response times for Priority 1 calls: 6 minutes 25 seconds	Median response time for Priority 1 calls: 6 minutes and 3 seconds.	Maintain current levels	Met Target	
4	Per cent citizens expressing a sense of belonging to Guelph	Building our Future	GM, Strategy, Innovation and Intergovernmental Services	CAO, City of Guelph	2019: 86% 2017: 88%	Results are not available for 2021 at this time. City of Guelph Satisfaction Survey will be conducted in Q2 2022.	Maintain 85% and above	Not Available at the Time of Publishing	The City of Guelph Satisfaction Survey is scheduled to be conducted in Q2 2022.
5	Per cent of affordable residential units (ownership and rental)	Building our Future	GM, Planning and Building Services	DCAO, Infrastructure, Development and Enterprise Services	Ownership: 50% affordable units; exceeds 2020 target of 25%. Rental (Primary Units): 0 affordable units; does not meet 2020 target of 1%. Rental (Secondary Units): 14% affordable units; exceeds 2020 target of 4%.	Results are not available for 2021 at this time. Data will be available in Q2 2022.	2021 targets Ownership: 25% affordable units; Rental (Primary Units): 1 % affordable units; Rental (Secondary Units): 4% affordable units.	Not Available at the Time of Publishing	This data is provided on an annual basis to Council in approximately Q2. The annual Guelph Growth Management and Affordable Housing Monitoring Report is published as an information report annually and is also posted to the Affordable Housing Webpage. The City's Official Plan recognizes the importance of housing, including affordable housing, in meeting the needs of the City's existing and future residents. Policies in the Official Plan direct the City to monitor affordable housing developments and set new affordable housing benchmark prices for ownership and rental housing for the upcoming year.
6	Per cent of current assets that provide satisfactory levels of service	Building our Future	GM, Engineering and Transportation Services	DCAO, Infrastructure, Development and Enterprise Services	68% of assets provide satisfactory levels of service.	Results are not available for 2021 at this time. Data will be available in the 2024 Asset Management Plan Update.	Increase	Measure Under Review	The City of Guelph has an infrastructure Asset Base with a 2020 calculated replacement value of approximately \$4.39B. Of the asset portfolio, approximately \$1.4 billion (32%) have below 40 per cent remaining life, meaning these assets will likely be due for replacement within the next 10-20 years. This KPI helps track and measure progress towards reducing the percentage of assets that have less than 40 per cent remaining service life.

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7	Per cent of residents who perceive themselves to be safe in the city	Building our Future	Not Applicable	Chief of Guelph Police Service	2018 survey results Walking alone in your neighbourhood: 98.2% Walking alone in your neighbourhood during the day: 99.2% Walking alone in your neighbourhood after dark: 88.4% In your home after dark: 97.7%	Results are not available for 2021 at this time. New data will be collected in 2023 as part of the Guelph Police Service community survey.	Maintain current levels	Not Available at the Time of Publishing	Survey results for 2021 are not available at the time of this report.
8	% reduction in collision severity	Navigating our future	GM, Engineering and Transportation Services	DCAO, Infrastructure, Development and Enterprise Services	2015 to 2019: 1.4% of total collisions resulted in a major injury or fatal outcome	1.4%	Decrease	Did Not Meet Target	The analysis presented includes severe or fatal collisions that occurred on municipal roads (city streets and expressways) within the city limits. There were a total of 10,639 collisions in the City of Guelph. Reported collisions on private property are not included in this report. For the 5 year period (2016-2020), the percentage of collisions on Guelph municipal roads that resulted in a severe or fatal injury outcome was 1.4%. The City has commenced implementation of the Community Road Safety Strategy and will be initiating our Vision Zero approach to improving road safety moving forward. It is expected that as these strategies are implemented, we will begin to see an improvement to this KPI.
9	Connectivity Index	Navigating our future	GM, Engineering and Transportation Services	DCAO, Infrastructure, Development and Enterprise Services	No data	Results are not available for 2021 at this time. Data will be available to report in 2024.	Planning year	Measure Under Review	The Connectivity Index (CI) will be difficult to measure, monitor, and report against until the emerging transportation technology office is established and until staff have had time to meaningfully implement the Transportation Master Plan. Expect to report on CI beginning in 2024.
10	Per cent change in non-auto mode share	Navigating our future	GM, Engineering and Transportation Services	DCAO, Infrastructure, Development and Enterprise Services	2018: 18%	Results are not available for 2021 at this time. Data sourced from external survey and not available again until 2023.	Increase	Measure Under Review	The Transportation Master Plan, once approved by council, will set new non-auto mode share targets for the City to measure against. Data for this KPI are not available in 2021 because the data set is sourced from provincial Transportation Tomorrow Survey (TTS).
11	Per cent conversion of existing municipal fleet to clean and efficient technology	Navigating our future	GM, Operations	DCAO, Public Services	3.2%	3.2%	Increase	Did Not Meet Target	The availability of electric drive vehicles in the models we require for City Operations continues to be very limited, and the allocation of new vehicles for the Canadian market is restricted mostly to Quebec and British Columbia where the provincial governments offer financial incentives to purchasers. While the progress on this KPI did not advance in 2021, staff worked throughout the year to plan and prepare tenders for the purchase of four electric buses and four electric passenger cars which are now anticipated to arrive in 2022 and will further advance the progress of this KPI. The electric bus pilot at Guelph Transit will indicate if we should continue to order new electric buses beyond 2022.
12	Number of new circular businesses and collaborations	Powering our future	Executive Director, Smart Cities	CAO, City of Guelph	17	164	Increase; 50 new businesses and collaborations by 2025	Met Target	In 2021, 164 businesses participated in a range of business programs including Seeding Our Food Future, R-Purpose, R-Purpose MICRO and COIL aimed at supporting innovation and resilience. This considerable increase from 2020 is the result of many of the programs initiated in 2020, coming to completion in 2021. It demonstrates the broad reach that business supports, challenges and funding had in our region.

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13	Per cent of businesses reporting Guelph as a good place to do business	Powering our future	GM, Economic Development	DCAO, Infrastructure, Development and Enterprise Services	2014: 83% (n=52) 2016: 82% (n=39)	75% (n=438)	Increase	Did not meet Target	The survey was conducted in partnership with the Guelph Chamber of Commerce and yielded a sample size of n=438. The responses reflect broad industry sector representation and business sizes. Although 76.6 per cent of Guelph companies agreed or strongly agreed with the statement "Guelph is a good place to do business", it is worthy to note that only 6.8 per cent of respondents disagreed or strongly disagreed. The remaining 16.6 per cent of the respondents were neutral. A contributing factor to a neutral rating may be attributed to adverse effects of COVID-19 closures throughout 2020 and 2021.
14	Per cent increase in renewable energy resources to achieve corporate 100% renewable energy target (100RE)	Sustaining our future	GM, Facilities and Energy Management	DCAO, Infrastructure, Development and Enterprise Services	2019: 24.4%	2020: 25.5% Data for 2021 will not be available until mid-year 2022.	Increase; 100% RE by 2050	Met Target	Results have improved by 8.5% since the development of this target in 2018.
15	Per cent reduction in greenhouse gas emissions to achieve Community Net-Zero carbon target	Sustaining our future	GM, Facilities and Energy Management	DCAO, Infrastructure, Development and Enterprise Services	No data	2020: 894,309 tonnes of CO2 equivalent. 2021 data will not be available until Q2 2022.	Reduce	Not Available at the Time of Publishing	Results have improved by 16.6% since the development of this target in 2018; The community greenhouse gas emissions inventory covers emissions taking place within the City boundary and emissions from use of grid-supplied energy and is guided by the Global Protocol for Community-scale Greenhouse Gas Emission Inventories standard.
16	Per cent reduction of climate risk exposure for the City's built and natural assets	Sustaining our future	GM, Environmental Services	DCAO, Infrastructure, Development and Enterprise Services	No data	Results are not available for 2021 at this time. Data will not be available until 2024 following the completion of the Climate Change Adaptation Plan.	Planning year	Measure Under Review	The CCAP is still in the planning stage of the project. The City has an inventory of Natural Assets and a plan in place to complete the updating of the inventory and condition assessment of Built Assets. The scope of the CCAP is to deliver recommendations on CCAP actions which will then outline the KPI target for climate change risk. Following the CCAP completion, a full year of implementation will be required to yield results for this KPI.
17	City's Credit rating	Working together for our future	GM, Finance	DCAO, Corporate Services	AA+	AA+	Maintain A++	Met Target	City of Guelph undertakes this process of getting our credit ratings from Standard & Poor (S&P) during August of every year. S&P is an independent company that looks at corporations around the world and analyses their capacity to meet financial obligations. According to S&P, the City of Guelph's AA+ rating signifies its ability to meet its financial commitments is between very strong and extremely strong. From 2015 to 2021 City of Guelph maintained AA+ stable outlook
18	Employee Engagement Index	Working together for our future	GM, Human Resources	DCAO, Corporate Services	2019: 41.5% engaged	2020: 59.4% engaged A pulse survey will be launched in Q3 2022.	Maintain 59%; or be higher than the public service benchmark.	Not Available at the Time of Publishing	Almost every department experienced an increase in employee engagement. 7 of 8 engagement drivers increased including Departmental Relationships (increased by 25 per cent), Manager Relationships (increased by 22 per cent) and Senior Management Relationships (increased by 15 per cent). 89 per cent of employees agreed/strongly agreed that they are very proud of the work they do, up 5 per cent from the 2019 survey results.
19	Per cent increase in citizen satisfaction	Working together for our future	GM, Strategy, Innovation and Intergovernmental Services	CAO, City of Guelph	2019: 89% 2017: 87%	Results are not available for 2021 at this time. City of Guelph Satisfaction Survey will be conducted in 2022.	Maintain 85% and above	Not Available at the Time of Publishing	The City of Guelph Satisfaction Survey is scheduled to be conducted in Q2 2022.

#	KPI Name	Strategic Priority Area	Owner	DCAO/CAO	2020 Results	2021 Results	2020 Target	Evaluation Against Target	Notes
20	Per cent of digital transactions	Working together for our future	GM, City Clerk's Office	DCAO, Corporate Services	No data	<p>Results are not available for 2021 at this time.</p> <p>This KPI is being reviewed to reflect customer satisfaction and performance reporting.</p>	Planning year	Measure Under Review	In 2022, building on information reported in KPMG Service Rationalization and Digitization reports, the City will develop a customer service inventory and customer satisfaction measurement framework. As more City services are digitized over the coming years, this KPI will be updated to reflect customer satisfaction, and performance reporting will focus on service experiences and outcomes through all service channels.
21	Total tax and rate impact as a percentage of household income	Working together for our future	GM, Finance	DCAO, Corporate Services	5.1%	5.1%	Maintain	Met Target	<p>City of Guelph participates in an annual municipal study by BMA Management Consulting (BMA), which provides for municipal comparisons of various financial, socio economic and affordability indicators</p> <p>BMA computes 'Total taxes and Water and Wastewater costs (Total Tax and Rate) as a percentage of household income' as part of this study. This metrics tells what percentage of household income goes to fund municipal services on a typical household.</p> <p>The approach used by BMA to calculate taxes as a percentage of income was to compare the average income in a municipality from the year's Manifold Data Mining report (BMA's source) against the tax burden on a typical home in the municipality using weighted median dwelling values and applying the year's residential tax rates for each Municipality. Water and Wastewater costs on a typical residential property are computed assuming an average annual consumption of 200 cubic meters.</p> <p>Historical data for this KPI: 2016-4.8%, 2017-5%, 2018-5%, 2019-5%, 2020-5.1%</p>